# Food & Nutrition Service Vision for California Call Centers

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# Overall Goals

- Improve Customer Service
- Reduce Churn
- Reduce Administrative Burden (and Costs)
- Increase Efficiency

# Call Center Standards

- *Develop a set of standards for what an optimal call (customer service) center will look like*
- *Identify and strengthen customer service (call center) standards related to **staffing, accessibility, service, and reliability**.*

# Call Center Standards

With the implementation of the Major Changes Rule published in the Federal Register on January 19, 2016, States are now required to notify FNS when they decide to make a major change in their operation of SNAP. The implementation of a call center meets the definition of a "major change" and will now require States to provide the following data:

- Total number of calls made to a call center
- Average hold times, including hold times for transfer
- Percentage of calls with excessive wait times
- Percentage of abandoned calls
- Total number of dropped calls; and
- Customer satisfaction (based on survey results)

# Florida’s Call Center Standards

| Performance | Low | | Medium | | High |
|---|---|---|---|---|---|
| CLRC Documentation | Less than 85% | 85-89% | 90-97% | 98-99% | 100% |
| Avg. Calls Handled Daily | Less than 72% | 72-76% | 77-83% | 84-88% | 80% or more |
| Avg. Call Handle Time | 7:01 or more | 6:31 - 7 | 5:30 – 6:30 | 5 – 5:29 | Less than 5 |
| % of Changes Done Timely | Less than 93% | 93-94% | 95-98% | 99% | 100% |
| Accurately Completes Case Disposition | Below 85% | 85-89% | 90-97% | 98-99% | 100% |
| One Call Resolution Rate | Below 80% | 80-84% | 85-91% | 92-96% | 97-100% |
| Schedule Adherence | Below 75% | 75-84% | 85-90% | 91-95% | 96-100% |
| Invalid Escalations | Below 85% (4 exceptions) | 85-89% (3 exceptions) | 90-97% (2 exceptions) | 98-99% (1 exception) | 100% (no exception) |
| Professionalism (by % of business standards, possesses sufficient knowledge, skills and abilities to meet job requirements) | Less than 80% | 80-89% | 90-100% | Minimal Supervision; Assists in solving complex problems | Little to No Supervision; Relied on to solving complex problems |

# Call Center vs. Contact Center

- **Call Centers:** Call centers use phones as the primary means for how clients interface with their case workers.
- **Contact Centers:** Contact center utilize multiple avenues for clients to interface with their case worker, including one or more of the following: phones, e-mails, instant messaging, chat, and text.

# Key Strategies

- Client-Centered Approach
- On Demand Waiver
- Diversity of Options for a Diverse Population
- One Call Resolution
- Telephonic Signature
- Make Technology work for you

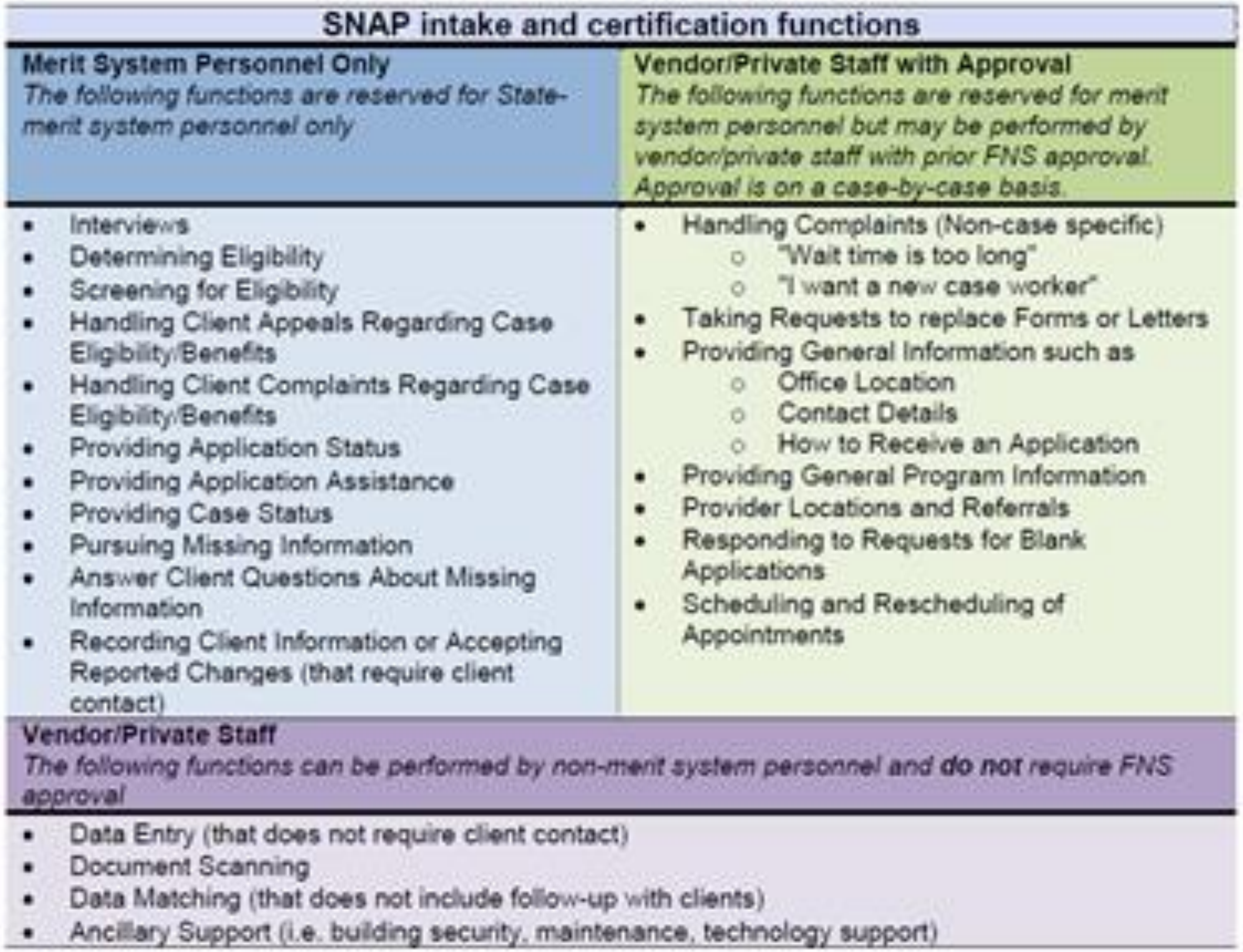
# Technology

- Online Application
- Call Back Feature
- Interactive Voice Response
- Voice Authentication
- Predictive Handling
- Self Service Options
- Live Chat

# Challenges

- Staffing Plans
- Technology
- Growing Pains
- Dropped/Abandoned Calls

# Merit vs. Non-Merit Personnel



<table>
<tr><th colspan="2">SNAP intake and certification functions</th></tr>
<tr><td><b>Merit System Personnel Only</b><br><i>The following functions are reserved for State-merit system personnel only</i></td><td><b>Vendor/Private Staff with Approval</b><br><i>The following functions are reserved for merit system personnel but may be performed by vendor/private staff with prior FNS approval. Approval is on a case-by-case basis.</i></td></tr>
<tr><td>• Interviews<br>• Determining Eligibility<br>• Screening for Eligibility<br>• Handling Client Appeals Regarding Case Eligibility/Benefits<br>• Handling Client Complaints Regarding Case Eligibility/Benefits<br>• Providing Application Status<br>• Providing Application Assistance<br>• Providing Case Status<br>• Pursuing Missing Information<br>• Answer Client Questions About Missing Information<br>• Recording Client Information or Accepting Reported Changes (that require client contact)</td><td>• Handling Complaints (Non-case specific)<br>o "Wait time is too long"<br>o "I want a new case worker"<br>• Taking Requests to replace Forms or Letters<br>• Providing General Information such as<br>o Office Location<br>o Contact Details<br>o How to Receive an Application<br>• Providing General Program Information<br>• Provider Locations and Referrals<br>• Responding to Requests for Blank Applications<br>• Scheduling and Rescheduling of Appointments</td></tr>
<tr><td colspan="2"><b>Vendor/Private Staff</b><br><i>The following functions can be performed by non-merit system personnel and <b>do not</b> require FNS approval</i></td></tr>
<tr><td colspan="2">• Data Entry (that does not require client contact)<br>• Document Scanning<br>• Data Matching (that does not include follow-up with clients)<br>• Ancillary Support (i.e. building security, maintenance, technology support)</td></tr>
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# Effective Models

- Washington
- Idaho
- San Diego 211
- San Bernardino

# Resources

- Call Center/Contact Center Support for States
- Other Counties
- CDSS
- FNS

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# Questions?